

Project Charter: Board Objective: Homelessness Programs

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Project Sponsor: Ryan Gruver

1. BACKGROUND AND PROJECT JUSTIFICATION

In 2017, the Board of Supervisors prioritized efforts to address homelessness for the first time. In each subsequent year the Board has continued to prioritize homelessness, with the 2024 priority as follows.

In partnership with the Continuum of Care, prevent homelessness, address the needs of people experiencing homelessness, and move towards sustainable, ongoing programs.

In June 2022 Nevada County and the CoC released their Nevada County- CoC Joint Homeless Action Plan to provide a strategic, mutual approach toward local homelessness response. This includes joint strategic goals for FY 2022 – FY 2025. The plan is tied to State funding for homelessness services, most significantly the Homelessness Housing Assistance Program (HHAP) allocations, which are allocated between counties, CoCs and the State's largest cities. Consistent with the joint plan, with the 2023 Board Objective on homelessness, we embraced partnership with the CoC as the locus for strategic planning and gap filling, and shifted internal focus on a transition from new projects, to enduring, sustainable programs.

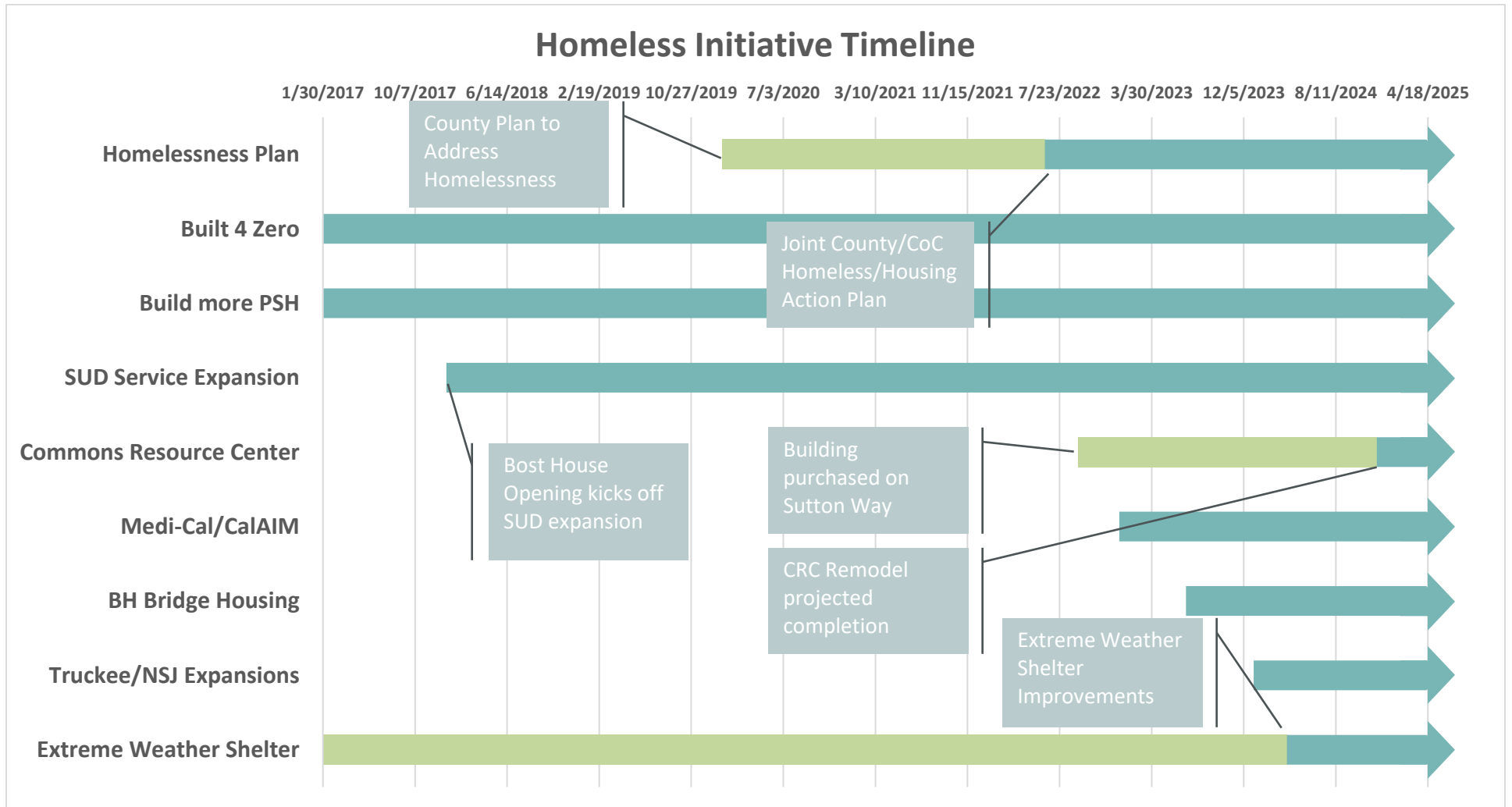
2. PROJECT SCOPE AND TIMELINE

Rather than recapitulate the goals of the joint plan (which comes to the Board separately), this initiative focuses on expanding and sustaining ongoing programs, ensuring regional equity, and leveraging funding sources and changes that impact county core services to people experiencing homelessness.

The objective will focus on the following initiatives:

- Coordinate with the Continuum of Care on the joint Homeless Action Plan
- Continue utilizing Built 4 Zero and expand campaigns to achieve functional zero
- Facilitate the expansion of permanent supportive housing through ongoing and new projects
- Continue expanding Substance Use Disorder services, including prevention, life saving harm reduction strategies, expansion of treatment and more
- Complete Development and of the Commons Resource Center
- Leverage Medi-Cal, including CalAIM, in the county and with our partners to sustain and expand services
- Continue Behavioral Health Bridge Housing, and apply for funding to expand the program
- Develop strategies to better serve Truckee and North San Juan
 - Truckee: Tahoe/Truckee Homelessness Advisory Committee
 - North San Juan: Facilitate conversation with the Community Center on needs and opportunities
- Based on Board direction, revise the county approach to extreme weather sheltering

PROJECT CHARTER



This chart is not all encompassing, and represents the ongoing programs/strategies captured as initiatives in this charter. Color changes mark major shifts.

3. WORKGROUP MEMBERS – ROLES & RESPONSIBILITIES

Team Member Name	Department	Roles/Responsibility
Ryan Gruver	HHSA	Project manager, CoC Rep
Phebe Bell	Behavioral Health	Adults and Children with SMI/SUD
Rachel Peña	Social Services	Youth and family homelessness
Mike Dent	Child Support, Housing & Community Services	Housing, Emergency Shelter, HRCS and CoC Rep
Erin Mettler	HHSA	Fiscal
Jazmin Breaux	HHSA	Tahoe/Truckee, HRCS, CoC Rep
Brendan Philips	Behavioral Health	Homeless Strategy, Built 4 Zero, CalAIM, Resource Center

4. HIGH LEVEL REQUIREMENTS:

Major Stakeholders:

List Project Team Members, County Leadership Stakeholders, Additional Stakeholders along with their title and a note about their specific interest area or role (why they are a stakeholder).

County	NGOs	Other Jurisdictions
Board of Supervisors CEO HHSA <ul style="list-style-type: none"> • Behavioral Health • Housing • Social Services • Probation • Public Defender • Public Health Sheriff CDA IGS	Nevada County Continuum of Care Hospitality House AMI Turning Point Sierra Mental Wellness Group Salvation Army Veteran’s Organizations Bright Futures for Youth Sierra Roots Spirit Church of the Mountains Tahoe/Truckee Homeless Coalition Granite Wellness Common Goals FREED	Grass Valley Nevada City Truckee Connecting Point Partnership Health Plan Superintendent of Schools Regional Housing Authority State of California

This objective involves homeless strategies and services in unincorporated and incorporated areas across East and West County.

Much of the work in this area involves community organizations and contracted service providers. Where the County is not the direct service provider, we still play a key coordination, partnership and often funding role.

The Homelessness objective requires a high level of coordination within the county, within the community of service providers, and between the county and service providers. The two main hubs of this activity are the Health and Human Services Agency, and the Continuum of Care, but these are not all inclusive, particularly when it comes to coordination with Local Law Enforcement and incorporated Jurisdictions that often don't see themselves as core to efforts to address homelessness.

High Level Risks and Assumptions:

Statewide, sufficient new, ongoing funding for services to address homelessness has been a persistent challenge. The last several years have been typified by large one-time investments in Housing/Homelessness, mostly flowing from the state to the County and to the CoC, with increasing strings attached and increasing focus on down-stream interventions to address street homelessness, even as the number of new people entering homelessness continues to increase. Key sources within county services to address homelessness include CalWORKS Housing Support Program (HSP), the Housing and Disability Advocacy Program (HDAP), the Permanent Local Housing Allocation (PLHA), and in recent years Homelessness Housing Assistance Program (HHAP) funding, which is split between the County and CoC. HSP helps prevent and shorten homelessness for families with children, and HDAP assists with housing solutions for the elderly and disabled. This year HSP and HDAP have received significant reductions and yet sustainable funding will be necessary both within the county and at the system level to sustain what has been built, let alone grow programs. CalAIM represents a new funding source the County and our partners are leveraging to enhance and sustain services, but it has a high administrative burden and is limited to Medi-Cal recipients of highest need. In addition, the State's proposed reforms to MHSA (on the ballot in March as Proposition 1), if it passes, will take existing MHSA dollars and move them from up stream services towards homeless housing.

The county can provide excellent homeless services that reduce the duration of homelessness and prevent many people from becoming homeless, but homeless counts can still increase due to societal and economic factors that are influenced by a variety of factors across national, state and local jurisdictions. Built 4 Zero has shown that even as the County and our partners house people, more and more people are coming into the system. Meanwhile the State has brought more focus to down-stream interventions and reduced investments in prevention.

Housing is another key barrier. The last several years has shown that no amount of services can solve homelessness. Often after intensive efforts at engagement and service provision there will be no housing at the end of the road and people will backslide. Lack of housing results in backlogs and extended stays at residential resources intended for short duration stays, such as emergency shelter, residential treatment and recovery residency. Efforts in Truckee and the Campaign to End Veteran's Homelessness have demonstrated that making a dent in unsheltered homelessness involves a combination of services and low-income housing, as well as intensive focus and case management.

5. Communications Plan:

This project will utilize existing county communications channels and will work with the County PIO, PIO team and PIO contractors, on keeping the public informed on developments on initiatives such as the completion of the Commons Resource Center, expanding the Built 4 Zero campaigns, and Substance Use Disorder Services.

6. Summary Budget:

Include costs for software, staffing, communications, etc. Address any grants, partnerships, or other leveraged funds. Address if one time or long-term funding is requested.

Despite the existing and ongoing fiscal challenges noted above, the County has built a variety of successful programs, and is working hard to sustain them without diverting funding from core services in HHSA or the General Fund. In the last two years the HHSA has worked to move as much of the HHAP funding to the CoC as possible so that there is collaborative decision-making and funding is available to partners. A more comprehensive analysis of funding is included in the joint action plan.

One area that is increasingly challenging to manage and fund are extreme weather shelters. These services are critical life saving supports for individuals experiencing homelessness given the inclement weather to which our county is prone. A survey of other counties with similar weather-related challenges revealed Nevada is unique in its approach to funding these services as a County responsibility. As homelessness has increased, the need and complexity have increased. There is no

Charter Budget - Homelessness					
Initiative/Project	Board Workshop \$ (Board Priority Assign. GF)	Other Funded Costs	Costs		Revenue Note
			Unfunded Costs (e.g. grant or other future opportunity?)	Total Cost	
Shelter Services & Supports	\$0	\$4,321,303	\$0	\$4,321,303	FY 23-24 operating budget
Extreme Weather Shelter	\$150,000	\$25,000	\$25,000	\$200,000	
Total	525,000	4,346,303	25,000	4,471,303	

other funding specifically available for extreme weather shelter, and diverting funding from programs that offer long-term solutions for people is not recommended. Based on Board of Supervisors direction, a minimum of \$150,000 in General Fund support is being requested to conduct procurement for shelter providers that can stretch and amplify extreme weather sheltering programs as much as possible for Western County, North San Juan and Truckee. We will work with partner jurisdictions and CBOs to identify additional contributions to this effort so that we can continue to provide this service in partnership.

Please attach, list, or link source documents and active plans related to this objective.

Approved by (Project Sponsor): _____ **Date:** _____